

**SECRET****FILE** *OFM 2-1***DD/S 68-1224****15 MAR 1968****MEMORANDUM FOR: Director of Training****SUBJECT : Inspector General's Survey of the Office of Training****REFERENCE : (a) Memo dtd 8 Mar 68 to DD/S fr Exec. Dir. -Comp.,  
same subject****(b) Memo dtd 5 Feb 68 to Exec. Dir. -Comp. fr DD/S,  
same subject**

1. I am attaching a copy of reference (a) in which the Executive Director requests that we reconsider our response to Recommendation No. 5 of the Inspector General's survey. Would you please review the problem in the light of the Executive Director's comments, and let me have the results of this review no later than 8 April 1968. Any proposal for an intra-Agency group or committee should preserve the present command line responsibility.

2. Paragraph 4 of reference (a) discusses the many items contained in the survey with respect to the Language School. I know that these matters are receiving your attention and would like to have a progress report no later than 14 June 1968.

(signed) John W. Coffey

*for* **R. L. Bannerman  
Deputy Director  
for Support****MORI/CDF  
Pages 6 thru  
11****Atts  
References****SA-DD/S:RBW:dlk (12 Mar 68)****Distribution:****Orig & 1 - Adse w/t of Att (DD/S 68-1203 & DD/S 68-0498)****1 - DD/S Subject w/O of DD/S 68-1203 & w/cy of DD/S 68-0498****1 - DD/S Chrono****GROUP 1**  
Excluded from automatic  
downgrading and  
declassification

Approved For Release 2006/07/14 : CIA-RDP84-00780R002100180005-7

16 Jan 68




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re Mr. Coffey's note to you,  
according to my follow-up  
(for 22 Jan 68), OTR submitted  
their comments 1/11 - 68-0182.

p.

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| <b>TRANSMITTAL SLIP</b>  |          | DATE<br>12 March 1968  |
| TO: Mr. Bannerman via Mr. Coffey   |          |  |
| ROOM NO.   | BUILDING | <input type="checkbox"/> <input checked="" type="checkbox"/> |
| REMARKS:<br><br>Recommend your signature.<br><br><br><input type="checkbox"/> |          |  |
| FROM:  |          |  |
| ROOM NO.   | BUILDING | EXTENSION  |

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| SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM   |                  |              |                |
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| CENTRAL INTELLIGENCE AGENCY<br>OFFICIAL ROUTING SLIP  |                  |              |                |
| TO  | NAME AND ADDRESS | DATE         | INITIALS       |
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|   | ACTION           | DIRECT REPLY | PREPARE REPLY  |
|   | APPROVAL         | DISPATCH     | RECOMMENDATION |
|   | COMMENT          | FILE         | RETURN         |
|   | CONCURRENCE      | INFORMATION  | SIGNATURE      |
| <b>Remarks:</b><br><div style="font-family: cursive; font-size: 1.2em;">             Anything new on formal<br/>             response to IG survey<br/>             of OTR?<br/> <div style="text-align: right; margin-top: 20px;">JWC</div> </div> |                  |              |                |
| FOLD HERE TO RETURN TO SENDER   |                  |              |                |
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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Response to Inspector General's Survey of the Office of Training

FROM:

EXTENSION

NO.

Director of Training *819* 1000 Glebe  

DATE

11 Jan 68

DTR-9998

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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DD/S 68-0182

11 JAN 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Response to Inspector General's Survey of the  
Office of Training

1. We feel that the survey is a well-done study with many pertinent and useful recommendations. The recommendations have been carefully reviewed and each school and staff affected has had the opportunity to comment. Of the 36 recommendations, we concur with 28, partly concur with 2, and disagree with 6.

2. We concur with the following recommendations:

1, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20,  
21, 23, 24, 25, 26, 27, 29, 30, 31, 33, 35, and 36.

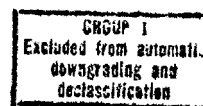
Recommendation #1 - We should comment that the DD/P has already done a great deal to ensure that operations officers in the CS are made aware of the advantages of a tour of duty in OTR. He has been very cooperative in supplying a number of excellent instructors during recent months and we wish to express our appreciation for his efforts.

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Recommendation #19 - We believe that there is likely to be a problem of "status" in most working situations which bring the wives of staff personnel into juxtaposition with other contract personnel. While we are reluctant to believe that the majority of contract wives deliberately "use" the staff status of their husbands for self-aggrandizement, the mere fact that the husband's status is known to other contract personnel who have no other Agency ties,

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tends to create a social barrier. While we are not entirely convinced that a careful briefing of contract wives in the Language School - as suggested by the Inspector General - will be a complete cure for what is probably a deep-seated problem, we will conduct the briefings.

Recommendation #20 - Concur. The Language School is already taking steps to implement an in-house training program for contract and staff instructors.

Recommendation #21 - We concur that it would be desirable to have the same language proficiency rating system for the Agency and the Department of State. A study as to the comparability of the two rating systems is now under way and we hope that an equitable method of converting our adjectival ratings to the numerical ratings used by State will be forthcoming.

25X1 Recommendation #27 - We agree that a promotion panel be established at the [ ] to consider promotion recommendations on a periodic basis for all instructors with the "D" career designation or any other instructors on rotation. Once the new panel is set up, its purpose and operating procedures will be made known to all who will be affected by the panel's actions. Even though there has been no dearth of promotion recommendations originating at the Station and sent on to the CS promotion panels, we agree with the IG that a panel at the local level should have a favorable psychological impact.

25X1 Recommendation #35 - Regardless of whether the [ ] is transferred to the control of the DD/P or remains under DD/S control, we believe it appropriate to undertake a detailed examination of the staffing requirements which are needed to operate the [ ] efficiently.

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3. We concur in part with recommendations #2 and #18.

Recommendation #2 - Although we concur in principle that OTR should maintain a cadre of experienced training officers who are OTR careerists, we believe that this applies mainly to the Language School and the School of International Communism. We are convinced that CS training in particular should be done for the most part by officers who rotate from the CS. We also favor the idea of rotational assignments - to a somewhat lesser degree - in the

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Intelligence School and the Support School. While we do not feel that any precise ratio of OTR careerist positions versus assignments filled by rotation from outside OTR should be developed, we will maintain appropriate cadres.

Recommendation #18 -

a. The Registrar Staff is already assuming those reporting and administrative functions for the Language School which the survey recommended it perform.

b. We concur with the need for additional staff linguists and clerical support personnel but at this time we do not have the positions available. In conjunction with other administrative recommendations for the Language School, we will review the problem of additional personnel.

c. Concur.

d. Rather than appoint a Chief of Language Faculty, we favor the selection of a senior person to act as the Executive Officer of the Language School. Except for language instruction, it is contemplated that such an officer would have major responsibility for the administration of the Language School and would conduct selected liaison and coordination activities. The present Chief of the Language School is first of all a trained teacher and linguist and we believe the remedy here is to allow him time to concentrate in the area of his best talents. Thus, he would assume the role of Chief of Language Faculty in addition to his role as Chief of the Language School.

4. We do not concur with the following recommendations:

4, 5, 22, 28, 32, and 34.

Recommendation #4 - This recommendation requests us to consider the appointment of an instructional coordinator in OTR. His suggested areas of concern would include: academic staff meetings, duplication in training programs, communication between the schools on substance teaching and techniques, scheduling of courses, and the quality of instruction. His other suggested area of responsibility would be that of the main focal point of coordination between OTR and its customers.

We feel that the establishment of this position would be counterproductive and that the rationale for its existence is of questionable validity. Communication among the schools has over

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the past year been increasing in frequency and variety with the result that many training problems have already been resolved. New initiatives have been taken to ensure timely and effective collaboration on such matters as classroom scheduling, duplication of course content, training objectives, programmed instruction developments, the use of senior guest lecturers, etc. Much of this business is conducted at our weekly staff meetings. For example, recent staff meetings have featured a series of presentations by the individual school and staff chiefs listing their near and long term objectives with plans and procedures to accomplish them.

Relative to coordination with customers we have been particularly sensitive to their needs and responsive in accommodating them. Close, effective, and continuing liaison is held between school representatives and the appropriate directorate customers. We feel that this extra OTR coordination is good and getting better. This is being done without a "Training Coordinator" or "Academic Dean." Even if a position were available and an officer with an appropriate mix of unusual qualifications identified, the position would create an unnecessary echelon between the Office of the Director of Training and the school chiefs and this echelon would impair rather than strengthen pedagogical and coordination matters.

Recommendation #5 - This recommendation proposes the redesignation of the Training Selection Board as the Agency Training Committee with broadened responsibilities. The rationale for this recommendation is heavily influenced by the alleged problem of training objectives. We believe that this problem has been exaggerated in this and other recent reports. We feel that major training objectives are in fact well known and understood within the individual schools and by appropriate personnel in the customer offices. This understanding is a result of continuous and effective liaison at the working level, Senior Training Officer level, and executive officer levels. An Agency training committee composed of a membership as senior as that recommended would not be an effective working body for resolving problems which it was created to solve, namely, the day-to-day liaison which results in established training requirements, continually refined training objectives, and course modifications. The committee would also impose an unnecessary bureaucratic layer which would hamper rather than facilitate this liaison.

Recommendation #22 - This recommendation requests the Director of Central Reference to resume operation of the Language School library and proposes that the Office of Training transfer one

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ceiling position to CRS for this purpose. We agree that the library is in need of attention and would be pleased to receive the nomination of a qualified librarian from CRS. This nomination would be appropriately made approximately one year hence upon the projected retirement of the incumbent. We do not feel, however, that it is necessary for the Office of Training to transfer a ceiling position to accomplish the assignment of a new librarian. This OTR position is now being used for the present librarian and we can accept the librarian nominated by CRS on a rotational assignment without the technical requirement of actually transferring the ceiling position.

25X1 Recommendation #28 - This recommendation would establish a policy requiring that one of the three senior supervisory positions on the Operations Training Staff (Phase I) at the [REDACTED] 25X1

25X1 [REDACTED] always be occupied by an experienced OTR careerist. Experience has shown that effective training continuity can be maintained in these important positions through the careful programming of personnel rotations and through the wealth of pedagogical expertise and guidance on hand at the [REDACTED]. In the period, 1964-1965, two of these positions were staffed by OTR careerists who met the qualifications for the jobs and who were replaced by Clandestine Services officers. We should not give a guarantee that these senior supervisory positions will be filled by OTR careerists since such officers may not be available at the time the positions become vacant. These positions should be occupied by personnel who are qualified by rank, experience, and competence without reference to career service designation.

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John Richardson  
Director of Training

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DD/S 67-6227

07 DEC 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Inspector General's Survey of the Office of Training

1. I am forwarding herewith three copies of the subject survey. Copies of pertinent segments of the survey have been forwarded to the Deputy Director for Plans, and he has been requested to comment on specific recommendations:

Paragraphs 8 through 15 on pages 2 through 5,  
Recommendation No. 1;

Paragraphs 32 through 38 on pages 42 through 45,  
Recommendations Nos. 13 and 14;

Paragraphs 1 through 14 on pages 80 through 85,  
Recommendations Nos. 34, 35, and 36.

2. Before you discuss any of these recommendations with personnel outside of your Office, or prepare written comments, I would like to get together with you and go over the various recommendations so that we may consider them from more or less the same point of view. I would hope that we could do this initial review before the holidays, and would like you to let me know when you are ready to talk about them.

-

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Atts

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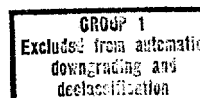
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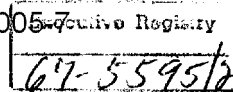
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010/5 67-6206

1 DEC 1967

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the  
Office of Training

1. You have received copies of the Inspector General's report of survey of the Office of Training. Portions of its text are of concern to the Deputy Director for Plans and certain of its recommendations are for his action. Copies of the pertinent segments have been forwarded to him, specifically:

Paragraphs 8 through 15 on pages 2 through 5,  
Recommendation No. 1;

Paragraphs 32 through 38 on pages 42 through 45,  
Recommendations Nos. 13 and 14;

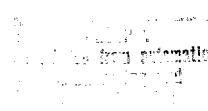
Paragraphs 1 through 14 on pages 80 through 85,  
Recommendations Nos. 34, 35, and 36.

2. Please furnish me within 60 days a summary of actions taken or comments on the recommendations that are addressed to the Support Services.

L. K. White

Executive Director-Comptroller

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INSPECTOR GENERAL'S SURVEY

OF THE

OFFICE OF TRAINING

November 1967

Recommendation No. 1



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✓ Recommendation No. 2

It is recommended that:

The Deputy Director for Support instruct the Director of Training to continue to maintain a cadre of experienced training officers in OTR.

*ok*

✓ Recommendation No. 3

It is recommended that:

The Deputy Director for Support request the Deputy Director for Intelligence to provide the services of a professional librarian from the CIA Library to review present library requirements of OTR.

✗ Recommendation No. 4

It is recommended that:

The Deputy Director for Support instruct the Director of Training to consider the appointment of an instructional coordinator in OTR.



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✓ Recommendation No. 5

It is recommended that:

The Deputy Director for Support, in coordination with the Deputy Directors for Intelligence, Plans, and Science and Technology, propose to the Executive Director-Comptroller that the Training Selection Board be redesignated as the Agency Training Committee and that its responsibilities be broadened as necessary to enable it to function in that capacity.

✓ Recommendation No. 6

It is recommended that:

The Director of Training review the currency, applicability, and completeness of [ ] and regulations in the 18 series and submit appropriate revisions to the Deputy Director for Support for publication.

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✓ Recommendation No. 7

It is recommended that:

The Director of Training:

a. Discontinue the review of nominees for the Midcareer Executive Development Course by the Training Selection Board.

b. In proposing revisions of Agency regulations on training as recommended in Recommendation No. 6, delete from the regulations the responsibility of the Chairman, Training Selection Board, for approving nominees for the Midcareer Executive Development Course.

✓ Recommendation No. 8

It is recommended that:

The Director of Training establish appropriate criteria for determining the types of training that shall be entered on each employee's training record.

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✓ Recommendation No. 9

It is recommended that:

The Director of Training [redacted]  
[redacted] conducting the Chiefs of Station Seminar and assign that responsibility to a senior instructor of the Headquarters Training Branch.

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✓ Recommendation No. 10

It is recommended that:

The Director of Training request the Director of Security to schedule an audio countermeasure and physical security survey of the [redacted] Training Base.

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- ✓ Recommendation No. 11

It is recommended that:

The Director of Training instruct the Chief, [redacted] Training Base to establish controls limiting access [redacted] as prescribed in Handbook [redacted]

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✓ Recommendation No. 12

It is recommended that:

The Director of Training:

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✓ Recommendation No. 15

It is recommended that:

The Director of Training require the Chief,  Training Base to prepare and submit to the Chief, Covert Training outlines of training programs before the beginning of instruction.

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✓ Recommendation No. 16

It is recommended that:

The Director of Training request the Deputy Director for Plans to develop a means of providing to the Chief, Covert Training evaluations of the effectiveness of training as observed in the performance of those trained.

- ✓ Recommendation No. 17

It is recommended that:

The Director of Training request the Agency's Language Development Committee to:

- a. Prepare and issue guidelines on the planning of language training and the preparation of language training requirements.
- b. Formulate over-all policy proposals on the use of external language training as opposed to internal.
- c. Undertake on a priority basis studies designed to identify those languages in which the Language Training School should maintain an instructional capability and to determine the level of capability required in each such language.

✓ Recommendation No. 18

It is recommended that:

The Director of Training include the following steps among the measures he is taking to improve management and administration of the Language School:

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a. Transfer from the Language Training School to the Registrar Staff those administrative and reporting functions that the Registrar Staff now performs for other OTR schools.

b. Transfer to the staffing complement of the Language Training School positions for at least two more staff linguists and two more clerical/support personnel.

c. Direct the Chief, Language Training School to ensure that closer supervision is maintained by staff linguists of the teaching done by contract instructors.

d. Appoint a Chief of Language Faculty.

e. Direct the Chief, Language Training School to delineate in writing the duties of contract personnel, particularly those with supervisory responsibilities.

f. Require the holding of more frequent staff meetings in the Language Training School and within the individual language departments.

g. Take the lead in establishing the practice of more frequent visits to the Language Training School by senior OTR officials.

✓ Recommendation No. 19

It is recommended that:

The Director of Training instruct the Chief, Language Training School to have the wives of Agency employees hired as instructors at the Language Training School briefed carefully on their work and working conditions, with special attention to the relationship between these wives and the other contract personnel.

✓ Recommendation No. 20

It is recommended that:

The Director of Training require the Chief, Language Training School to ensure compliance with the policy of the Office of Training requiring teacher training for contract and staff instructors.

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✓ Recommendation No. 21

It is recommended that:

The Director of Training bring the language proficiency rating system into line with the numerical system used by the Department of State and propose changes in headquarters regulations to reflect this change and to define the numerical ratings in terms descriptive of the requirements for obtaining them.

X Recommendation No. 22 *Partially correct*

It is recommended that:

The Director of Training:

a. Request the Director of Central Reference Service *OK*  
to resume operation of the Language Training School library.

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b. Transfer one ceiling position from the Office of   
Training to Central Reference Service for this purpose.

✓ Recommendation No. 23

It is recommended that:

The Director of Training prepare a notice periodically for general distribution in Headquarters describing the facilities of the language laboratory and the hours of operation and soliciting comments and suggestions from employees on improvements which might add to its usefulness.

✓ Recommendation No. 24

It is recommended that:

The Director of Training arrange with the Office of Computer Services to provide backstopping of the Management Training Faculty in Automatic Data Processing instruction.

✓ Recommendation No. 25

It is recommended that:

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The Director of Training request the Director of Personnel to schedule an early classification survey of the Clerical Training Faculty.

✓ Recommendation No. 26

*DDS - Problem  
Office of Personnel*  
It is recommended that:

The Deputy Director for Support direct that action be taken to hasten the completion of Agency manuals on correspondence and mailing procedures.

✓ Recommendation No. 27 *af*

It is recommended that:

The Director of Training instruct the [redacted] to:

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a. Establish a personnel panel to consider recommendations for promotion of instructors with Clandestine Services career designations. *TRM*

b. Make known to those affected the existence of the panel, its purpose, and its operating procedures.

- X Recommendation No. 28 *non concern*

[redacted]  
It is recommended that:

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[redacted]  
The Director of Training establish the policy that at least one of the three senior supervisory positions on the Operations Training Staff (Phase I) will be occupied by an experienced OTR careerist.

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- Recommendation No. 29

*DDS - Problem*  
It is recommended that:

The Deputy Director for Support initiate action to request the Director of Central Intelligence to approve blanket exceptions [redacted] to Agency policy which expects employees to retire voluntarily upon reaching age 60 or as soon thereafter as they are eligible for optional retirement.

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Recommendation No. 30 *OK*

It is recommended that:

The Director of Training:

a. [ ] to establish as standard operating procedure the requirement that firemen will put on their asbestos suits prior to the arrival or departure of aircraft.

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b. Request the Director of Security to conduct another assessment of the [ ] fire fighting and rescue capability with particular reference to the adequacy of equipment now available and to its methods of operation.

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Recommendation No. 31

It is recommended that:

The Director of Training direct that an independent review be made of the staffing and functioning of the Supply Branch [ ] with a view toward manpower savings through redistribution of workload.

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Recommendation No. 32

It is recommended that:

The Director of Training review the need for students to wear military uniforms [ ] except on days when field training is scheduled.

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Recommendation No. 33

It is recommended that:

The Director of Training instruct [ ] to follow standard Army practices on the issuing and reissuing of military clothing.

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Recommendation No. 34

It is recommended that:

The Director of Training:

a. Transfer [redacted] Operations Course, Phase II, [redacted] on an experimental basis.

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b. If the experiment demonstrates that the training may continue to be given at the Station, negotiate with the Deputy Director for Plans for the transfer [redacted] along with [redacted] the attendant ceiling positions, to the Clandestine Services.

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Recommendation No. 35

It is recommended that:

The Deputy Director for Plans, upon assuming control [redacted] direct that an examination be made of the staffing and overhead requirements for operation of the Base as a facility of the Technical Services Division.

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Recommendation No. 36

It is recommended that:

The Director of Training direct the [redacted] to establish a staff duty officer system at the Base to ensure the presence on Base of a staff officer during all non-duty hours during which unsupervised students are present on Base.

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